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ABSTRACT

A program designed to provide educational administrators with the skills and resources to become more effective in their jobs is described. The program, offered as an annual series of two statewide workshops, focuses on developing anticipatory and prescriptive management techniques. Participants are encouraged to conduct follow-up inservice training within their local districts. Specific aspects of the program outlined are course credit, cost, director's responsibilities, satellite programs, liaison administrator role and responsibilities, and workshop topics. A sample registration form is included. (LP)

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PROJECT LEADERSHIP

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An Educational Improvement Program

EA 015 980

PROJECT

LEADERSHIP

An Educational
Improvement Program

BASA - John Hauck, Executive Director
OAESA - Howard Troutner, Executive Director
OASSA - Ross Fleming, Executive Director

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Project Leadership is an educational program cooperatively sponsored by BASA, OAESA, and OASSA.

Inquiries should be addressed to:

Project Leadership
c/o D. Richard Murray
Interim Project Director
750 Brooksedge Blvd.
Westerville, OH 43081
614/891-2810

Purpose of Project Leadership

Project Leadership is designed to offer participants skills and resources that can assist them, and their colleagues, to become more effective educational administrators. Project Leadership is not designed as a substitute for additional college training.

Rationale for Participation

School administrators dedicated to the purpose of becoming more effective (not simply surviving) find they must shift from a remedial management emphasis to an emphasis on anticipatory and prescriptive management. To do this, administrators need a systematic training program, a program which combines the best research findings with practical applications so educational leaders can enhance learning options for students in their schools. As obvious as the matter may appear, the entire United States Office of Education budget for fiscal year 1975 directed less than one-half of one percent of the total available funds to administrative renewal. Many school districts seem to reflect this same level of expenditure.

Project Leadership in no way suggests that educational leadership in the past has been lax or ineffective--the large majority of positive citizens coming from our schools makes that criticism unfounded (no matter what some critics may have to say). The fact is, however, the challenges of today--and those of tomorrow--aren't those of yesterday. Help in obtaining new skills, attitudes, and knowledge is what Project Leadership is all about.

Project Mission

The mission of Project Leadership is to aid school administrators in the identification of their high-priority goals and then to provide learning experiences for both the individual administrator and others in the district toward the attainment of those goals.

Project Objectives

The objectives of Project Leadership are:

- To provide each administrator an opportunity for both initial and renewal education in essential basic skills.

- To provide districts with leaders who can educate other administrators within the district.

- To provide individually selected options (electives) for the improvement of personal skills and/or skills to meet the needs of other administrators in the district.

- To create a climate for learning which offers planned procedures for attaining high-priority goals, particularly goals in areas that will enhance the administrator's impact on teachers and students.

- To create a sense of collegiality among Project participants.

- To review relevant research and successful practices for their transferability and application to Project Leadership participants.

- To disseminate the latest concepts and successful programs available in school management and curriculum leadership.

- To provide field-tested learning materials for Project participants to use in their districts.

- To openly evaluate the Project and to take corrective action when necessary.

Brief Description

Each year participants in Project Leadership will attend two specifically designed workshops in Columbus. Each of these two workshops will be scheduled for a two-day period. Selected materials will be disseminated at the state workshops with participants receiving 18 hours of basic skills training plus six hours of self-selected options.

Participants will be grouped into smaller groups called satellites for the purpose of local follow-up. These follow-up sessions will be four in number during the course of the school year. The satellites are made up of individuals located within reasonable proximity of each other, thus keeping driving time to a minimum.

Project Leadership participants will be encouraged to conduct inservice education programs and follow up in their local districts by serving as a human resource and thereby extending benefits from involvement in Project Leadership to their colleagues.

Each Project Leadership participant will be encouraged to undertake an activity plan that would be relevant to their particular school and district and to implement the strategies in the plan to achieve professional growth.

Participants in Project Leadership will have an opportunity to carry on dialogue and interact with administrators from other districts as well as receive materials from other districts concerned with effective and constructive change in education.

Credit

With the approval of the new administrative standards, criteria will be established to allow recertification through continuing education units (CEU's).

Project Leadership is a program that will be substantial enough to qualify for CEU credit and therefore recertification. Likewise, a variation of this program could also qualify for graduate credit with various universities in Ohio.

Project Leadership Cost

$215 yearly tuition.*

*Boards of education may wish to pay this yearly fee as a part of its administrative staff development program.

Project Leadership Director Responsibilities

- o Assist participants in the identification of their high-priority educational goals and objectives.
- o Monitor the participants' progress as they strive to attain their objectives.
- o Conduct at least two two-day workshops annually.
- o Provide learning experiences consistent with each participant's objectives, including topics of special interest, particularly those management/leadership programs new and "on the cutting edge."
- o Design procedures and/or instruments enabling participants to assess the effectiveness of each workshop, as well as the Project itself.
- o Place participants in satellite units.

- o Assign a specially trained Liaison Administrator to each satellite and to prepare the Liaison Administrator for his/her functions.

- o Screen programs for educating school administrators in administration and management skills and procure selected programs for Project Leadership workshops as well as for optional use by participants.

- o Develop for participants a list of recommended consultants capable of assisting administrators in Project-related activities.

- o Provide a viable network of educated leaders whereby local districts can inservice the entire administrative staff at minimal costs. All Project Leadership materials and resources are available for this purpose.

Description of a Satellite

A satellite is a small group of administrators from neighboring school districts who formed together under the direction of a Liaison Administrator. The purpose of the satellite is to bring services and programs closer to participating districts. The number of participants in a satellite will be limited to between 20 and 30 people so that effective dialogue by the participants in the satellite may take place as they conduct workshops, consider and solve problems, and develop solutions to their Activity Plans.

The satellite enables administrators to have a continuing education program without expending a lot of valuable time driving to and from a location.

Each satellite has assigned to it a Liaison Administrator. This Liaison Administrator would serve as a coordinator for that satellite.

Description of a Liaison Administrator

The Liaison Administrator is a highly skilled individual who has been trained to conduct a minimum of four satellite meetings each year and is responsible for planning other inservice workshops as required by the participants in the satellite.

Additionally, the Liaison Administrator will aid both individual administrators and participating districts to insure they receive maximum benefits from Project Leadership programs.

The Liaison Administrator will serve as a member of the Project Leadership Advisory Board, meeting regularly with the Project Director and offering input relative to such topics as program selection, workshop design, future direction, and evaluation.

Stipends will be available for Liaison Administrators as their participation in the program will be above and beyond that of the satellite participants. Liaison Administrators will also have a complete set of presenter guides. The guides can be borrowed by Project participants for use at district workshops.

Role of the Liaison Administrator

Specifically, the Liaison Administrator has the responsibility to:

- o Conduct a minimum of four satellite meetings each year.
- o Provide counseling to Project participants and districts on workshops and materials that may assist them.
- o Assist Project participants in planning their Activity Plan and designing their district training program.
- o Keep records of participants' involvement, completed Activity Plan projects, and workshop presentations for awards.
- o Assist Project Director with recruitment of new members.
- o Occasionally, conduct sessions at state workshops.
- o Serve on the Project Leadership Advisory Board by providing ideas for and reactions to Project plans for the year and possible future programs/materials.

Purpose of Liaison Administrator Meetings

Meetings with the Liaison Administrators are held to:

- o Enable the Liaison Administrators to learn how to use the Presenter's Guide.
- o Provide ideas for and reactions to proposed Project Leadership plans, workshops, and materials.
- o Share techniques, projects, problems, and solutions with other Liaison Administrators.

Examples of Workshop Topics for State Meetings

- o Skills inventory will be developed.
- o A leadership behavior description questionnaire will be developed.
- o Items for discussion will be:

1. Communication skills
2. Personal or program planning overview
3. Time management
4. Problem solving
5. Conflict management
6. Needs assessment components
7. Problem-solving components
8. School climate
9. Clinical supervision

The above-mentioned items will be training programs and will be sequenced and mandatory for all Project Leadership participants. These will be conducted at a two-day state meeting in the fall and spring each year. Topics will change as the needs of the participants change.

Examples of Workshop Topics for Satellite Meetings

- o Contract management
- o Grievance procedures
- o School public relations
- o Shared decision making
- o Participatory management
- o Organizational development
- o Other topics

REGISTRATION FORM FOR PROJECT LEADERSHIP

Please fill out and mail to:

Project Leadership
750 Brooksedge Blvd.
Westerville, OH 43081

Social Security No._____

Name_____ Telephone (___) _____

Address_____
Street City Zip

District_____ Superintendent_____

___ Full payment included

___ Partial payment included ($115)
(Balance due in 45 days)

___ Visa - MasterCard No._____

___ Bill district

Billing address if different from above:

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